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Revised estimates relating to the report of the Secretary-General on the future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations

Section 3, Political affairs, section 29D, Office of Central Support Services and section 36, Staff assessment

Report of the Secretary-General

Summary

The present report is submitted as a follow-up to the report of the Secretary-General on the future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/357-S/2015/682). It contains the revised estimates proposed under section 3, Political affairs, section 29D, Office of Central Support Services and section 36, Staff assessment, of the programme budget for the biennium 2016-2017, in the amount of $11,608,200 net ($12,640,200 gross).

* Second reissue for technical reasons (2 March 2016).

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I. Introduction

1. In October 2014, the High-level Independent Panel on Peace Operations was convened by the Secretary-General to conduct a comprehensive assessment of United Nations peace operations today and of how they can be made more effective, efficient and responsive in a changing world. The recommendations of the Panel are contained in its report (A/70/95-S/2015/446).

2. In September 2015, the Secretary-General, in his report on the future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/357-S/2015/682), presented a set of recommendations, including on the need to significantly revitalize capacities for conflict prevention and mediation.

3. The General Assembly, by its resolution 70/6, decided to give further consideration during its seventieth session to the recommendations emanating from the initiative of the Secretary-General, in the Special Committee on Peacekeeping Operations, the Fourth Committee, the Fifth Committee and other relevant bodies, in accordance with established procedures and in compliance with their respective purview. Subsequently, in its resolution 70/247, the Assembly encouraged the Secretary-General to consider including proposals to strengthen capacities for conflict prevention and mediation in future budget submissions.

4. The present report contains additional resource requirements for the biennium 2016-2017 under section 3, Political affairs, for the revitalization of United Nations core capacities for conflict prevention and mediation; section 29D, Office of Central Support Services; and section 36, Staff assessment. This proposal is guided by an overarching objective of making the Department of Political Affairs more operational and geared towards rapid response in the area of conflict prevention and mediation, and therefore enabling it to support Member States and regional and subregional organizations more effectively in their conflict-prevention and mediation engagements.

II. Revitalizing conflict prevention and mediation capacities

5. The report of the High-level Independent Panel on Peace Operations made a strong call for conflict prevention and mediation to be brought back to the fore. It noted that the avoidance of war should be at the centre of national, regional and international effort and investment. The Panel called for the international community to make significant new investments in this area, which would prevent the need for much larger investments in the ambulances and triage at the bottom of the cliff after many thousands of lives, even hundreds of thousands of lives, had been lost and billions of dollars spent on, and lost to, war.

6. More specifically, the Panel noted that core functions in support of prevention and mediation in the Secretariat continued to be funded by voluntary contributions, which lack predictable funding. It highlighted, in particular, that roughly 30 per cent of resources of the Department of Political Affairs at Headquarters came from extrabudgetary contributions, even though they were related to core functions of the Organization in support of conflict prevention and mediation. The Panel therefore recommended a significant strengthening of and more reliable resourcing through the regular budget for the Secretariat's core prevention and mediation capacities,

including monitoring and analysis, support to the Secretary-General's good offices and mediation support.

7. In his report on the future of United Nations peace operations, the Secretary-General echoed the above recommendation and put forward an action plan centred on three pillars: renewed focus on prevention and mediation; stronger regional-global partnerships; and new ways of planning and conducting United Nations peace operations to make them faster, more responsive and more accountable to the needs of countries and peoples in conflict. The report noted that the number and intensity of today's crises can no longer be met solely by focusing on conflict management tools; therefore it was strongly argued that it is time to fulfil the commitment to prevention as the core function of the Organization.

8. The recommendation also echoes the calls of Member States for many years for the United Nations to address the root causes of conflicts and engage in preventing their outbreak. For example, when considering the strengthening of the Department of Political Affairs in 2009, the General Assembly, in its resolution 63/261, stressed that the improvement in the capacity of the United Nations to prevent and resolve conflicts was a better investment than dealing with the cost of armed conflict and its aftermath. The report of the Secretary-General on the future of United Nations peace operations provides a number of concrete steps to achieve that goal.

9. In the report the Secretary-General specifically recommended the reinforcement of a broad range of tools such as envoys, regional offices, standing Headquarters capacity for good offices, mediation expertise and support for United Nations country teams. He fully endorsed the Panel's call for a significant strengthening of and more reliable resourcing through the regular budget for the core prevention and mediation capacities of the Secretariat. The present report provides an overview of the new core capacities that are proposed for funding under the regular budget.

Other initiatives to revitalize the role of the United Nations in conflict prevention and mediation

10. The recommendation to revitalize core Secretariat capacities for conflict prevention and mediation is part of a wider set of measures, including those put forward in the report of the Secretary-General and reform initiatives the Secretary-General has put in place throughout his tenure to revitalize the Organization's ability to prevent conflict. The Secretariat, in particular the Department for Political Affairs, is already implementing a number of key recommendations in that regard and is making important progress in working with Member States and regional and subregional organizations, and the broader United Nations system to ensure that prevention remains an overarching collective priority moving forward.

11. In concrete terms, the work of implementing those recommendations has focused on a number of areas. It seeks to ensure that the Secretariat is able to provide the Security Council, and other intergovernmental bodies as appropriate, with information in the early stages of crises as well as strategic options on how the United Nations can make available its wide range of conflict prevention and peacemaking mechanisms to support Member States. Steps are being taken to improve the structure and content of the reports of the Secretary-General to the Council so that they are more strategic and include regular assessment of relevant political dynamics. There have also been efforts to enhance support to United

Nations country teams in their conflict prevention initiatives. The Department of Political Affairs has also worked closely with Security Council members to enhance the avenues for sharing of information and political analysis, from formal Council debates to informal interactions. The Department has also been providing regular briefings to the General Assembly and Member States groupings.

12. Together with the newly established planning and analysis capacity in the Office of the Secretary-General and other entities, the Department is working towards improving analysis and planning practices, as recommended in the report of the Secretary-General. This is vital not only for peace operations deployed after signing of peace agreements, but also for preventive engagements. In parallel, the Department is updating its political analysis tools, both at Headquarters and in the field, with the latest analytical techniques, incorporating all dimensions relevant to United Nations early warning, prevention and peacemaking needs.

13. The Department is working closely with the African Union to finalize the joint framework on peace and security, which aims, inter alia, at strengthening the United Nations-African Union partnership across the conflict cycle, placing a renewed emphasis on prevention, on the primacy of political solutions and on building the capacities of both organizations to share analysis and work at the regional level. As the lead entity for United Nations cooperation with regional and subregional organizations, the Department is also working hand-in-hand with a range of regional partners to identify ways in which joint preventive engagements can be enhanced, from the deployment of joint missions to regular desk-to-desk meetings that can scan for potential crises.

14. The Department plays a critical internal role in enhancing United Nations system common approaches to conflict prevention. During the most recent session of the United Nations System Chief Executives Board for Coordination (CEB) in November 2015, the Department led a discussion on bringing the United Nations system together to revitalize common preventive and peacebuilding work. In follow-up, a statement committing to the redoubling of efforts to work collaboratively and strategically across the system in support of prevention, peacebuilding and the 2030 Agenda for Sustainable Development would be submitted for adoption by CEB in April 2016.

15. The various activities and recommendations highlighted in the report on the future of United Nations peace operations are not stand-alone actions. Rather, they are an integral part of the vision for a more operational and preventive United Nations. In particular, the activities build on the long-standing efforts and reform initiatives undertaken over the last decade to reinforce the Department and make the Organization more fit-for-purpose to deliver on the promise of prevention.

16. The establishment of the Mediation Support Unit in 2006 allowed the Department to develop expertise in crucial political and technical aspects of peace processes and rapidly deployable capacities that can translate such expertise into concrete operational engagements for prevention. That, in turn, led to a rapid and significant increase in international awareness regarding mediation, and positioned the United Nations at the forefront of efforts to reinforce international capacities in the area. Today, through the Department of Political Affairs, the United Nations provides systematic support to Member States in helping to develop home-grown conflict prevention and mediation capacities which ultimately help to strengthen their resilience in the face of possible conflicts.

17. Similarly, the Department works hand-in-hand with over two dozen regional and subregional organizations to help them to reinforce their own capacities for prevention and mediation. Those partnerships have also provided the United Nations with more access to and knowledge of local dynamics, and can be leveraged to enable a more effective, cohesive and successful translation of early warning into early action. In addition to over 100 mediation-related deployments in 2015, the Department, in partnership with the United Nations Development Programme (UNDP), now provides substantive support to over 40 resident coordinators and United Nations country teams, who work with Member States in efforts to build national capacities for conflict prevention and mediation.

18. Ultimately, the preceding initiatives have allowed the Department to play a more effective role in supporting not only the work of United Nations envoys and representatives, but also that of Member States and regional and subregional organizations. The strong cross-regional support of the Group of Friends on Mediation for those activities and the General Assembly resolutions on the issue show that not only is there a growing demand for mediation support, but also a recognition of the value of the work carried out by the Department in this area.

19. The establishment of three United Nations regional offices, the United Nations Office for West Africa (UNOWA), the United Nations Regional Office for Central Africa (UNOCA) and the United Nations Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA), and the deployment of special envoys with regional mandates, have provided the Organization with on-the-ground capacities to forge sustained, innovative working relationships with local, regional and other actors to address a broad range of potentially explosive issues throughout their subregions. The strengthening of the Department by the General Assembly in 2009 was also instrumental in increasing its operational readiness, making it more field-focused rather than desk-bound.

20. The investments highlighted above have already borne fruit. Today, roughly 85 per cent of the Organization's mediation engagements involve cooperation with regional or subregional organizations. In 2015 alone, the Organization deployed mediation experts over 100 times to provide technical assistance to peace processes in critical areas, such as power-sharing and constitutional assistance. The Department now provides or oversees electoral assistance to 65 Member States, including roughly a dozen under Security Council mandates, and in many situations where the risk of election-related violence has to be mitigated. In 2010, the Department took on 15 commitments in the area of women and peace and security, arising from relevant Security Council resolutions, and has systematically integrated a gender perspective into its work. Today, all of the Department's reports to the Security Council contain gender analysis and sex-disaggregated information. In addition, all mediation support teams include women.

21. Such initiatives have also significantly increased the effectiveness of the United Nations in conflict prevention and mediation. Examples of successful engagements range from Guinea to Kyrgyzstan to Burkina Faso as well as the situation between Iraq and Kuwait. In such cases, the Organization was able to support Member States, often in cooperation with regional partners, to address potentially serious crises early, providing discreet political accompaniment that proved critical in defusing escalating conflicts and, occasionally, potential civil wars.

Challenges

22. Despite the progress achieved over the past few years, much remains to be done. Effective conflict prevention hinges on multiple factors, such as the political will of the parties and the continued availability of resources. This was recognized by the Security Council in 2011, which reaffirmed the need to provide the Organization with predictable, coherent and timely financial support to optimize the use of preventive diplomacy tools (S/PRST/2011/18). Across many critical areas, however, the Department still lacks financial stability and predictability. It is a challenge that hampers not only its ability to carry out its mandate effectively in the future, but also threatens the sustainability of its existing engagements. Effective early warning and analysis, regional partnerships and support for developing Member States capacities require sustained engagement and the resources to match, as well as adequate global coverage by the Department.

23. Over the past few years, the impact of the constraints outlined above has been exacerbated by the increasing demand for United Nations engagement in conflict prevention and mediation. To some extent, that increase has been a consequence of the resurgence in the number of active conflicts observed around the world, such as in Libya, the Syrian Arab Republic and Yemen. However, it can also be attributed to a growing understanding by Member States, regional and subregional organizations of not only the imperative, but also the potential of prevention. The Organization, through the Department of Political Affairs, is now routinely requested to support these partners in the development and strengthening of their own capacities in prevention and mediation.

24. The requirements presented in the present proposal would: (a) ensure that the United Nations can meet the growing demands; (b) contribute to a more preventive and operational United Nations, geared towards early warning and early action; (c) prepare the Organization to adapt to the demands of preventive diplomacy in the twenty-first century, and in particular to equip it with the necessary resources to enable closer interaction with regional and subregional partners in the pursuit of peace; and (d) enable the Secretariat to work more closely with the wider United Nations system in helping to address the root causes of conflict and build a more sustainable peace.

III. Role of the Department of Political Affairs: core responsibilities for conflict prevention and mediation

25. The prevention of violent conflict is one of the fundamental purposes enshrined in the Charter of the United Nations, which entrusted the Organization with the objective of saving succeeding generations from the scourge of war. It will remain the yardstick by which the United Nations is measured by the Member States and by the peoples it serves.

26. The primary responsibility for operationalizing that goal rests with the Department of Political Affairs. The General Assembly recognized in resolution 63/261 that preventive diplomacy was a core function of the United Nations and is central to the role of the Secretary-General, and the Department has primary responsibility for carrying out preventive diplomacy and supporting the good offices

function of the Secretary-General. The Department therefore has a global responsibility, and it is engaged across all regions in various forms.

27. In its resolution 68/303, among others, the General Assembly requested the Secretary-General to continue to offer his good offices, in accordance with the Charter and relevant United Nations resolutions, and to provide mediation support, where appropriate, to special representatives and envoys of the United Nations as well as to Member States and regional and subregional organizations, upon request. Similarly, the Security Council, in its resolution 2171 (2014), stressed the essential role of the Secretary-General in the prevention of armed conflict, including through early warning, and the importance of the Secretary-General's efforts to enhance his role, in accordance with Article 99 of the Charter.

28. Notably, in its resolution 68/303, the General Assembly also requested the Secretary-General to continue to work closely with Member States and relevant regional and subregional organizations in the area of conflict prevention and mediation, and in mediation capacity-building for the peaceful settlement of disputes, conflict prevention and resolution, including through training events and staff exchanges, upon request and in accordance with agreed mandates. The Assembly also stressed the importance of partnerships and cooperation of international, regional and subregional organizations with the United Nations in order to ensure the coherence and complementarity of efforts of actors involved in a specific mediation context. The Security Council, in a statement by the President dated 6 August 2013, stressed the utility of continuing to develop effective partnerships between the United Nations and relevant regional and subregional organizations, in order to enable early responses to disputes and emerging crises and to strengthen the role of the United Nations in the prevention of conflict (S/PRST/2013/12). The Council also encouraged the Secretary-General to continue to use mediation as often as possible to help to resolve conflicts peacefully, working in coordination and closely with relevant regional and subregional organizations in that regard, as appropriate.

29. The General Assembly has also recognized the importance of addressing issues relating to women and peace and security in the context of the Organization's work in conflict prevention and mediation. In resolution 68/303, for example, the Assembly recognized the importance of the equal and effective participation and the full involvement of women at all levels and in all aspects of the peaceful settlement of disputes, conflict prevention and resolution, as well as the provision of adequate gender expertise for all mediators and their teams, and encouraged the Secretary-General to continue to appoint women as chief or lead mediators and as members of mediation teams in United Nations-sponsored peace processes. The Security Council, by its resolution 1325 (2000) on women and peace and security and subsequent resolutions on the issue, has further provided the Department with a detailed mandate in this area.

30. The General Assembly mandate to the Department in the area of conflict prevention and mediation has, therefore, two important components: first, the Department is requested to play a lead role in supporting the exercise of the Secretary-General's good offices, including for mediation and other forms of conflict prevention and conflict resolution; and second, the Department is requested to provide Member States and regional and subregional organizations with support, upon their request, for their conflict prevention and conflict resolution engagements.

31. In addition, the Department has responsibilities for the operational aspects of peacebuilding. The General Assembly has highlighted the Department's role in this area. For example, in its resolution 65/283, the Assembly stressed the importance of mediation activities in peacebuilding and recovery processes, in particular in preventing post-conflict countries from relapsing into conflict.

32. Beyond the specific mandates it has entrusted to the Department in this area, the General Assembly has also repeatedly recognized the need to reinforce the Department's capacity to fulfil its obligations. For example, in resolution 65/283, the Assembly recognized the growing interest in and the provision of mediation, and its use as a promising and cost-effective tool in the peaceful settlement of disputes, conflict prevention and resolution, and recommended that the Secretary-General continue to strengthen the mediation capacities of the United Nations system, in particular the Mediation Support Unit of the Department of Political Affairs, and its responsiveness, in accordance with agreed mandates and fully taking into account existing United Nations activities and structures, including in the fields of rule of law and accountability, so as to avoid duplication. The resolution builds on earlier recommendations of the Assembly, such as the call, in its resolution 57/337, for strengthening the capacity of the United Nations in order to carry out more effectively its responsibilities for the prevention of armed conflict, including relevant peacebuilding and development activities.

33. Subsequently, in its resolution 61/230, the General Assembly recognized the important role of the good offices of the Secretary-General in Africa, encouraged him to use mediation as often as possible to help to solve conflicts peacefully, taking due consideration of the work performed by the African Union and other subregional organizations in that regard, and welcomed the strengthening of the United Nations peacemaking support capacity through the establishment of the Mediation Support Unit within the Department as well as the launch of United Nations Peacemaker, a web-based knowledge-sharing and operational tool.

IV. Objectives and strategies

34. The requirements in the present proposal are guided by an overarching objective of making the Department more operational and are geared towards rapid response in the area of conflict prevention and mediation, and therefore seek to enable it to more effectively support Member States, regional and subregional organizations in their conflict prevention and mediation engagements. The requirements are based on the Department's global mandate and responsibilities and aim to ensure that it has the capacity to discharge them effectively across all regions of the world. Such worldwide coverage is critical for effective conflict prevention, which hinges on building robust working relationships with Member States and regional partners, and on the ability to monitor potential disputes and engage early, before they erupt.

35. The strategy to achieve that objective focuses on five main areas:

(a) Stronger political analysis in areas related to conflict prevention and mediation, and specifically for working more closely with the wider United Nations system to better understand and address the root causes of conflict;

(b) Enhanced ability to address regional and subregional dynamics, with the understanding that many conflicts have implications that are not confined to a single Member State, recognizing that the Department has a global mandate;

(c) Closer and more strategic cooperation with regional and subregional organizations in the areas of conflict prevention and mediation, including dedicated capacity in the Department for day-to-day strategic engagement with key regional and subregional partners;

(d) Better ability to translate early warning information into early action, including by expanding the range of deployable and field-based capacities in support of Member States, regional and subregional organizations;

(e) Stronger technical expertise in critical areas related to conflict prevention and mediation, in particular commitments relating to women, peace and security.

36. The proposed additional requirements would reinforce the Department's six regional divisions as well as the Policy and Mediation Division and the Electoral Assistance Division.

37. The regional divisions play a leading role, both within the Department and the broader United Nations system, in the Organization's engagements in the area of preventive diplomacy. They provide direct support to senior United Nations officials who are responsible for preventive engagements or deployed to mediation processes. Furthermore, they are responsible for the regular monitoring of political developments and early warning; carrying out political and conflict analysis; working with Member States, regional and subregional organizations to devise coherent conflict prevention and mediation approaches; and supporting the work of the broader United Nations system in those areas. The regional divisions also provide substantive guidance to the Organization's peacebuilding engagements across a range of settings, in close cooperation with the Peacebuilding Support Office.

38. The Policy and Mediation Division plays an additional role in the above-mentioned efforts. It has primary responsibility for the development of policy, guidance, learning and evaluation tools for the Department's conflict prevention and mediation engagements, including strategic planning and analysis on such long-term thematic issues as transnational threats to international peace and security. In addition, the Division hosts the Mediation Support Unit, which serves as the United Nations lead entity for the provision of mediation support to the United Nations system, Member States and regional and subregional organizations involved in mediation processes. The Mediation Support Unit has developed technical expertise in all aspects related to mediation processes, such as process design, power- and natural resource-sharing arrangements, inclusive processes and constitutional assistance. The Mediation Support Unit has also developed a range of tools, such as a standby team, a roster of mediation experts and in-house officers with a specific background in mediation to support the broader work of the United Nations system, including the Secretary-General, special envoys, United Nations country teams, special political missions and peacekeeping operations.

39. The proposal also includes increased capacity for electoral assistance and for support to the United Nations Office to the African Union, which is directly related to the Organization's work in conflict prevention and mediation. Specifically, the request in the area of electoral assistance would further enhance United Nations

support to Member States in Africa, and provide capacity based in the African continent for work on the prevention of elections-related violence. Support for the United Nations Office to the African Union would help to advance cooperation between the Department and the African Union in the area of early warning and conflict prevention.

V. Relationship of the current proposals to the biennial programme plan and programme of work for the biennium 2016-2017

40. The current proposals relate to subprogramme 1, Prevention, management and resolution of conflicts and subprogramme 2, Electoral assistance, of programme 2, Political affairs, and subprogramme 4, Support services, of programme 25, Management and support services, of the biennial programme plan for the period 2016-2017; and to section 3, Political affairs, section 29D, Office of Central Support Services and section 36, Staff assessment, of the programme budget for the biennium 2016-2017.

VI. Budgetary implications of revitalizing core capacities for conflict prevention and mediation

41. Additional resource requirements for the proposals contained in the present report for the biennium 2016-2017 amount to $11,608,200 (net of staff assessment), as summarized in tables 1-5 by budget section, by programme and by object of expenditure.

Overview

Table 1
Resource requirements by section
(Thousands of United States dollars)

Budget section	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimate*
3. Political affairs	1 237 375.2	8 855.4	1 246 230.6
29D. Office of Central Support Services	166 116.1	2 752.8	168 868.9
36. Staff assessment	482 076.9	1 032.0	483 108.9
Total (gross)	**1 885 568.2**	**12 640.2**	**1 898 208.4**
Total (net of staff assessment)	**1 403 491.3**	**11 608.2**	**1 415 099.5**

Table 2
Resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimate*
Posts	159 242.6	8 499.8	167 742.4
Other staff costs	333 802.6	–	333 802.6
Consultants	4 749.3	–	4 749.3
Experts	15 273.8	–	15 273.8
Travel of representatives	1 932.1	–	1 932.1
Travel of staff	21 254.0	–	21 254.0
Contractual services	32 757.6	122.8	32 880.4
General operating expenses	218 291.6	2 522.5	220 814.1
Hospitality	490.1	–	490.1
Supplies and materials	17 662.2	6.7	17 668.9
Furniture and equipment	28 069.7	456.4	28 526.1
Improvement of premises	9 141.1	–	9 141.1
Grants and contributions	3 677.0	–	3 677.0
Other (undistributed provision for special political missions)	557 147.6	–	557 147.6
Staff assessment	482 076.9	1 032.0	483 108.9
Total (gross)	**1 885 568.2**	**12 640.2**	**1 898 208.4**
Total (net of staff assessment)	**1 403 491.3**	**11 608.2**	**1 415 099.5**

Section 3
Political affairs

Table 3
Resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimate*
Posts	102 471.5	8 499.8	110 971.3
Other staff costs	331 240.3	–	331 240.3
Consultants	4 431.5	–	4 431.5
Experts	15 273.8	–	15 273.8
Travel of representatives	1 932.1	–	1 932.1
Travel of staff	21 145.7	–	21 145.7
Contractual services	27 577.0	122.8	27 699.8
General operating expenses	120 040.2	152.0	120 192.2
Hospitality	484.8	–	484.8

Object of expenditure	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimate*
Supplies and materials	16 004.3	6.7	16 011.0
Furniture and equipment	26 808.3	74.1	26 882.4
Improvement of premises	9 141.1	–	9 141.1
Grants and contributions	3 677.0	–	3 677.0
Other (undistributed provision for special political missions)	557 147.6	–	557 147.6
Total (net of staff assessment)	**1 237 375.2**	**8 855.4**	**1 246 230.6**

Department of Political Affairs

Table 4
Post requirements

Component	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimate*
1. Policymaking organs	–	–	–
Security Council	–	–	–
Committee on the Exercise of the Inalienable Rights of the Palestinian People	–	–	–
Subtotal	**–**	**–**	**–**
2. Executive direction and management	23	–	23
3. Programme of work	–	–	–
Subprogramme 1. Prevention, management and resolution of conflicts	128	37	165
Subprogramme 2. Electoral assistance	23	1	24
Subprogramme 3. Security Council affairs	49[a]	–	49
Subprogramme 4. Decolonization	5	–	5
Subprogramme 5. Question of Palestine	16[b]	–	16
Subprogramme 6. Counter-Terrorism Implementation Task Force	6	–	6
Subtotal	**227**	**38**	**265**
4. Programme support	14[c]	3	17
Total	**264**	**41**	**305**

[a] Includes 1 P-5 and 3 General Service (Other level) temporary posts.
[b] Includes a P-4 level post to be abolished during the 2016-2017 biennium in accordance with General Assembly resolution 70/247.
[c] Includes a General Service (Other level) post to be abolished during the biennium in accordance with General Assembly resolution 70/247.

Table 5
Resource requirements
(Thousands of United States dollars)

Component	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimate*
1. Policymaking organs			
Security Council	218.0	–	218.0
Committee on the Exercise of the Inalienable Rights of the Palestinian People	73.5	–	73.5
Subtotal	**291.5**	**–**	**291.5**
2. Executive direction and management	7 293.8	–	7 293.8
3. Programme of work			
Subprogramme 1. Prevention, management and resolution of conflicts	39 574.8	8 000.0	47 574.8
Subprogramme 2. Electoral assistance	7 490.4	241.2	7 731.6
Subprogramme 3. Security Council affairs	13 648.1	–	13 648.1
Subprogramme 4. Decolonization	1 575.6	–	1 575.6
Subprogramme 5. Question of Palestine	5 758.4	–	5 758.4
Subprogramme 6. Counter-Terrorism Implementation Task Force	2 069.1	–	2 069.1
Subtotal	**70 116.4**	**8 241.2**	**78 357.6**
4. Programme support	6 487.0	614.2	7 101.2
Total	**84 188.7**	**8 855.4**	**93 044.1**

Subprogramme 1
Prevention, management and resolution of conflicts

Table 6
Resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimate*
Posts	46 814.5	8 000.0	54 814.5
Consultants	36.0	–	36.0
Travel of staff	723.0	–	723.0
Total (net of staff assessment)	**47 573.5**	**8 000.0**	**55 573.5**

42. The proposed additional resources amounting to $8,000,000 would provide for salaries and common staff costs relating to the 37 posts (9 posts previously funded from extrabudgetary resources proposed for conversion and 28 new posts) for the regional divisions and the Policy and Mediation Division, as set out under each division below. The total number of posts proposed include the following: 2 D-2,

1 D-1, 5 P-5, 12 P-4, 10 P-3, 3 P-2, 1 General Service (Principal level), 2 General Service (Other level) and 1 Local level.

Africa I Division

43. For the Africa I Division, 7 additional posts are proposed: 2 P-3, 1 P-2 and 1 General Service (Other level) in New York; and 1 P-4, 1 P-3 and 1 Local level in Nairobi.

44. The current resources in the Africa I Division limit its capacity to meet the growing demand of Member States for United Nations engagement in conflict prevention and mediation in East Africa, the Horn of Africa, the Great Lakes region and Southern Africa. This has resulted in decreased ability to respond to concurrent challenges and limited capacity to respond to simultaneous demands in the region. The Division often reprioritizes its resources to the most pressing issues and imminent crises, thereby undermining its ability to support Member States in addressing the root causes of regional crises. The inadequacy of resources also limits the Division's capacity to strengthen systematic cooperation with regional and subregional organizations, which often requires longer-term and dedicated engagement. The Division has struggled to ensure participation in inter-agency activities, or in projects designed to support Member States in consolidating peace.

45. The additional capacity in the Africa I Division, in accordance with the need recognized in the report of the High-level Independent Panel on Peace Operations and the report of the Secretary-General on the future of United Nations peace operations, would enable the Department: (a) to better focus on regional dynamics and long-term engagement and the strengthening of the regional peace architecture; (b) to follow up on regional issues by having dedicated resources for thematic regional analysis and systematic engagement with financial institutional partners; (c) to carry out analysis of Al-Shabaab activities in the region, and provide effective advice on how to counter its appeal in a comprehensive manner, in coordination with international partners; and (d) to intensify its work with key international and regional partners and with subregional organizations, such as invigorating engagement with the Intergovernmental Authority on Development (IGAD) in the areas of early warning, conflict prevention and mediation capacity, further cementing the United Nations-South African Development Community (SADC) partnership and enhancing cooperation for conflict prevention in the region, as SADC seeks to strengthen its security framework and regional early warning systems.

46. The following changes in post resources are proposed in the Africa I Division:

(a) Conversion of a post of Political Affairs Officer (P-4), previously funded from extrabudgetary resources, and establishment of a post of Political Affairs Officer (P-3), currently funded on an ad hoc basis from extrabudgetary resources, on the Great Lakes and East Africa team in Nairobi to intensify the Department's engagement in conflict prevention activities and to enhance the Department's prevention engagements in the region, including by reinforcing cooperation with such subregional organizations as the East African Community and the International Conference on the Great Lakes Region;

(b) Establishment of a post of Administrative Assistant (Local level), currently funded on an ad hoc basis from extrabudgetary resources, on the Great

Lakes and East Africa team in Nairobi to carry out administrative and support tasks for the activities of the two Political Affairs Officers;

(c) Conversion of a post of Political Affairs Officer (P-3), previously funded from extrabudgetary resources, on the Great Lakes and East Africa team in New York to reinforce the Division's capacity to monitor and assess political developments in the Great Lakes region and to enhance the United Nations ability to provide coherent system-wide strategies for conflict prevention;

(d) Establishment of a post of Political Affairs Officer (P-3), currently funded on an ad hoc basis from extrabudgetary resources, on the Horn of Africa team in New York to provide dedicated capacity at Headquarters for cooperation with regional organizations in Africa, including the African Union, in the area of conflict prevention, mediation and post-conflict peacebuilding;

(e) Conversion of a post of Political Affairs Officer (P-2), previously funded from extrabudgetary resources, on the Southern African and Indian Ocean team in New York to intensify the Department's work on conflict prevention in Southern Africa and, specifically, to support the implementation of the joint plan of action with SADC, with a specific focus on operationalizing early warning and conflict prevention;

(f) Establishment of a post of Research Assistant (General Service (Other level)) in the Southern African and Indian Ocean team in New York to assist in monitoring political developments, select and compile materials from published and electronic sources and develop and maintain databases on peace and security issues in the region.

Africa II Division

47. For the Africa II Division, 5 additional posts are proposed (1 P-5, 1 P-4; 1 P-3; 1 P-2; and 1 General Service (Other level)).

48. In West Africa, political tensions and crises in several countries have continued to threaten national and regional peace and stability in recent years. The complex crisis in Libya, the threat posed by Boko Haram and its regional impact, and the recent tensions in Burkina Faso and the Democratic Republic of the Congo illustrate the fragility of the situations in many countries under the Division's purview. Considering the acute challenges presented in the region under the purview of the Africa II Division and the Organization's engagement in many other regional efforts, the current staffing level of the Division has proved inadequate, and the Division has been relying systematically on extrabudgetary resources to fulfil such core functions as political analysis and support to preventive engagements.

49. The proposed establishment of additional posts in the Africa II Division would revitalize its capacity to develop comprehensive conflict prevention strategies, as called for in the report of the Secretary-General on the future of United Nations peace operations and the report of the High-level Independent Panel on Peace Operations. The posts would (a) enhance the ability of the Division to work with Member States and regional and subregional organizations in helping to prevent, manage and resolve conflicts; (b) increase the capacity for fact-finding missions, enhanced political analysis and support to good offices initiatives at a time when the number of crisis situations in the regions covered by the Division is increasing; and (c) reinforce the capacity of the Department to provide timely support to the efforts

by the Secretary-General, particularly to engage with concerned Member States to improve early warning, analysis, prevention and resolution of both potential and actual conflict situations. The additional resources would also enhance the Department's critical role in ensuring coherence within the wider United Nations system in the support it provides to Member States and regional organizations in conflict prevention, mediation and peacebuilding.

50. The following changes in post resources are proposed in the Africa II Division:

(a) Establishment of a post of Senior Political Affairs Officer (P-5) in the Office of the Director in New York to enhance the Department's work on cross-cutting thematic issues in the various subregions covered by the Division, and to enhance analysis of risks and threats posed by violent extremism;

(b) Establishment of a post of Political Affairs Officer (P-4), currently funded on an ad hoc basis from extrabudgetary resources, in the Central Africa team in New York to provide additional capacity to cover political developments in the Central Africa region, in particular to prepare country-specific analyses of the political situation in countries of the region; identify entry points for United Nations support to Member States, regional and subregional organizations on preventive action; develop options to strengthen national dialogue; and enhance consultations with Member States and regional and international stakeholders concerning Central Africa;

(c) Establishment of a post of Political Affairs Officer (P-3), previously funded on an ad hoc basis from extrabudgetary resources, and of a post of an Associate Political Affairs Officer (P-2) in the North Africa team in New York to enhance the Department's conflict prevention and mediation engagements in the North Africa region, in particular to prepare in-depth studies and political analysis of subregional dynamics; monitor developments in the wider Maghreb region; prepare country-specific analysis of the political situation in countries of the region; and strengthen collaboration with the wider United Nations system, particularly the UNDP Bureau for Crisis Prevention and Recovery and Regional Bureau for Africa, as well as the Peacebuilding Support Office;

(d) Establishment of a post of Research Assistant (General Service (Other level)) in the Office of the Director in New York, to assemble and examine both qualitative and statistical material to ensure its accuracy, clarity and validity and enhance the overall quality of political analysis prepared by the Africa II Division.

Asia and the Pacific Division

51. For the Asia and Pacific Division, 3 additional posts are proposed (1 D-2, 1 P-5, and 1 P-4).

52. The Asia and the Pacific Division has seen a marked increase in demand for United Nations support in the areas of conflict prevention, mediation and post-conflict peacebuilding. In line with the recommendations contained in the report on the future of United Nations peace operations, the Division will focus on further reinforcing the strategic partnership between the United Nations and regional and subregional organizations. In particular, the Division leads United Nations efforts to enhance cooperation with the Association of Southeast Asian Nations (ASEAN), following the recommendations of the General Assembly, in

fulfilling the aspirations of the 2011 Joint Declaration on Comprehensive Partnership between ASEAN and the United Nations. The Division will also intensify its work with the Pacific Islands Forum, particularly in the context of its new regionally agreed priorities, the South Asian Association for Regional Cooperation (SAARC) and the Commonwealth Secretariat.

53. Given the absence of United Nations regional offices or other special political missions based in the region, the Division relies on its core capacities alone to engage in long-term preventive diplomacy and partnership building to support the Member States and regional organizations in the development of national capacities for conflict prevention. The additional resources will enable the Division to provide long-term conflict prevention support to resident coordinators and United Nations country teams in the region. The lack of capacity has on occasion prevented the Division from carrying out political analysis, developing comprehensive regional preventive strategies or ensuring regular dialogue with Member States and regional partners. At times, the Division has had to redirect resources to support preventive diplomacy engagements by senior officials and provide rapid response to emerging crisis situations. The additional resources would enable the Division to engage more systematically in longer-term conflict prevention through stronger partnerships, more coherent United Nations system approaches and sound analysis, and to support regional capacity enhancement.

54. The following changes in post resources are proposed in the Asia and the Pacific Division:

(a) Establishment of a post of Director of the Division at the D-2 level in New York to respond to the growing responsibilities that the Division has assumed in recent years, resulting from the Department's increased engagement in preventive diplomacy, conflict management and diplomatic efforts in support of peacebuilding in the Asia and Pacific region. The Division's expertise in the region has been in increasingly high demand to support the Secretary-General, the Under-Secretary-General for Political Affairs and other United Nations principals in diplomatic efforts, good offices and high-level meetings involving Asian and Pacific countries. The Director will supervise and provide overall leadership and guidance to the Division, allowing for enhanced attention to conflict prevention, crisis management and other challenges facing the region. The existing Principal Political Affairs Officer (D-1) would serve as deputy to the Director and would provide leadership for the substantive elements of the budget and planning processes of programmatic activities;

(b) Establishment of a post of Senior Political Affairs Officer (P-5) in New York to lead the South Asia team and act as principal liaison with regional organizations for South Asia: (i) to enhance United Nations cooperation with those organizations to increase the capacity of the Division to build stronger relations in conflict prevention with key United Nations partners in the South Asian subregion, including troop-contributing countries; and (ii) to ensure that the United Nations keeps abreast of political developments and engages with national partners to reinforce national conflict prevention capacity;

(c) Establishment of a post of Political Affairs Officer (P-4) on the South-East Asia team in New York to enable the Division to conduct systematic political analysis of emerging and latent crises in the region, building partnerships with Member States, and, as requested, provide advice for preventive diplomacy

initiatives. In particular, the new capacity would increase the Division's ability to respond to important cross-cutting regional issues, such as terrorism and cross-border migration, which are presently not addressed systematically owing to lack of resources.

Middle East and West Asia Division

55. For the Middle East and West Asia Division, 2 additional posts are proposed (2 P-4).

56. Among the most pressing conflict prevention, mediation and/or peacemaking engagements of the Division are the political issues surrounding the popular uprisings in the countries of the Middle East, issues stemming from the regional spread of terrorism and violent extremism, security issues related to the Persian Gulf and Caspian Sea, preventive diplomacy in Central Asia and the political and security ramifications of such cross-boundary issues as human and narcotics trafficking and organized crime. This is a region in which there are increasing demands on the United Nations to respond to issues of peace and security, including addressing conflict situations and providing direct support to peace processes.

57. Consistent with the recommendations of the High-level Independent Panel on Peace Operations, the Division has been enhancing its relationship with the League of Arab States (LAS) and the Organization of Islamic Cooperation (OIC). With regard to LAS, the main objectives have been to assist the League in building capacities in the areas of conflict prevention and resolution, mediation and elections, with a view to improving its capacity to respond to crises in its area of responsibility and improve joint conflict analysis and identification of opportunities for conflict prevention and resolution. Concerning OIC, the main objective has been to deepen the strategic partnership between the two organizations, particularly in the areas of conflict prevention, conflict resolution and elections.

58. The current level of staffing in the Division has proven insufficient to meet the wide and increasing array of demands. The Division has had to rely on extrabudgetary resources to manage the needs for enhancing the important relationships between the United Nations and LAS and OIC, and also for bolstering its capacity with regard to regional issues and interdepartmental/inter-agency cooperation in the context of the Department's core responsibilities regarding peace and security issues stemming from both new and old conflicts.

59. The change in post resources proposed for the Middle East and West Asia Division includes establishment of the posts of two Political Affairs Officers (2 P-4), currently funded on an ad hoc basis from extrabudgetary resources, in the Middle East Team and Central Asia and Gulf Team in New York: (a) to support the Division head and Principal/Senior Political Affairs Officers in strengthening the relationship between the United Nations and relevant regional organizations, including LAS and OIC; and (b) to enhance the Division's ability to address regional issues relating to the Middle East, including analysis, strategy and planning, and support to inter-agency mechanisms.

Americas Division

60. For the Americas Division, 4 additional posts are proposed (1 D-2, 1 P-4 and 2 P-3).

61. The work and responsibilities of the Americas Division have expanded far beyond what was anticipated when the Division was created in 2009, in particular in such areas as support to ongoing peace processes and the renewed mandate of the International Commission against Impunity in Guatemala. That increased engagement was particularly visible in the Colombia peace process, in which the Division provided the main substantive support to the delegate of the Secretary-General to the subcommission on end-of-conflict issues.

62. The Americas Division has been struggling to address the increased workload; it has been concentrating its resources on the most pressing challenges, such as ongoing peace processes, the International Commission against Impunity in Guatemala and border disputes that require the good offices of the Secretary-General, leaving diminished capacity for the other core tasks, especially analysis of political developments and follow-up on regional issues. As a result, the capacity of the Division has been affected, limiting its ability to focus adequately on activities related to supporting Member States and regional and subregional organizations in the areas of conflict prevention and early warning. The lack of adequate capacity has also hindered the ability of the Division to support senior officials, as well as its ability to engage with a number of international organizations, including the World Bank, and with such subregional organizations as the Central American Integration System.

63. The proposed additional resources would enable the Division: (a) to effectively cope with the increased workload while maintaining its ability to carry out early warning and conflict prevention, including by working closely with Member States to address emerging crises as appropriate; and (b) to support regional and subregional organizations in enhancing their own conflict-prevention capabilities as well as enhancing the Division's capacity to address the linkages between political, security and socioeconomic issues across the region, supporting a more coordinated approach with Member States, regional actors and the broader United Nations system.

64. The following changes in post resources are proposed in the Americas Division:

(a) Establishment of a post of Director of the Americas Division at the D-2 level in New York for peace negotiations, high-level meetings or official visits, to assist the Secretary-General and his representatives in carrying out good offices mandates. Since the restructuring of the former Americas and Europe Division in 2008-2009, the Americas Division, which has been headed at the D-1 level while the Europe Division remained headed at the D-2 level, has seen increased levels of work during recent years, which are likely to remain high or further increase, making it more pressing to establish a new Director of the Americas Division (D-2). The existing Principal Political Affairs Officer (D-1), currently serving as chief of the Division, would serve as deputy to the Director. The Director would also be available for substantive engagement in the Colombia peace process and for the likely increased engagement in the transition of the United Nations presence in Haiti during the coming months and years;

(b) Establishment of 3 posts of Political Affairs Officer (1 P-4 and 2 P-3) in New York: (a) the Political Affairs Officer (P-4) on the South America team would revitalize its ability to address regional issues of relevance for the maintenance of international peace and security; (b) the Political Affairs Officer (P-3) on the

Central America team would reinforce its capacity to serve as the liaison to the International Commission against Impunity in Guatemala, which plays a widely recognized successful role in tackling corruption and impunity; and (c) the Political Affairs Officer (P-3) on the Caribbean Team would enhance its capacity to conduct in-depth analyses of regional trends, which would inform United Nations support to Member States and regional and subregional organizations.

Europe Division

65. For the Europe Division, four additional posts are proposed (1 D-1, 1 P-4, 1 P-3, and 1 P-2).

66. The Europe Division's workload over the last few years has expanded significantly to address a number of ongoing conflicts as well as latent crises and post-conflict situations in the region. The rapid increase in the number of new crises and conflicts in the region covered by the Division has created significant constraints in its capacity to engage in strategic conflict-prevention work, in particular to support Member States and regional partners. Beyond country-specific situations, the Division also serves as the departmental focal point on issues related to migration and refugee flows, which have seen a marked increase in activity in recent years and have required systematic follow-up, analysis and monitoring. The Division is the lead entity for United Nations cooperation with 11 regional and subregional organizations in the region. In line with the recommendations in the report of the Secretary-General on the future of United Nations peace operations, the Division intends to intensify its partnership with organizations and is in need of sufficient resources to do so on a systematic basis.

67. The proposed additional resources would provide for more substantive analysis at the country-specific, regional and subregional levels to allow the Division to revitalize its work on conflict prevention. Those resources would also: (a) enhance the ability of the Division to undertake and support field initiatives and enhance the service and advice provided to the Secretary-General in all political aspects of his relations with Member States and regional organizations, including in carrying out his good offices mandate; (b) enable the Division to support its increasing partnership with the European Union, the Council of Europe and the Organization for Security and Cooperation in Europe, as well as other regional and subregional organizations, including in terms of institutional cooperation and joint engagements for prevention and mediation; and (c) allow the Division to play a more active role in its lead responsibility to ensure the coherent response of the United Nations system to existing conflict prevention challenges in the region.

68. The following changes in post resources are proposed in the Europe Division:

(a) Establishment of a post of Deputy Director (D-1) in New York, acting as principal adviser to the Director of the Europe Division, would reinforce the ability of the Division to engage more systematically, at a high level, in activities related to preventive diplomacy and support the good offices of the Secretary-General;

(b) Establishment of a post of Political Affairs Officer (P-4) in the European Union-United Nations cooperation team in New York to enhance its capacity to conduct risk and trend analysis of developments and threats to peace and security facing the region, and to identify areas for further United Nations engagement,

including capacity-building in conflict prevention for Member States and regional and subregional organizations;

(c) Conversion of a post of Political Affairs Officer (P-3), previously funded from extrabudgetary resources, in the Eastern Europe team in New York to revitalize the work of the Division in conflict prevention in Eastern Europe, including in the Western Balkans and the South Caucasus, where a number of countries are dealing with pressing domestic challenges and cross-border tensions;

(d) Establishment of a post of Associate Political Affairs Officer (P-2), currently funded on an ad hoc basis from extrabudgetary resources, on the Western European team in New York to enhance the Division's substantive support to the United Nations Liaison Office for Peace and Security in Brussels, which plays a pivotal part in the Department's relationship with the European Union.

Policy and Mediation Division

69. For the Policy and Mediation Division, 12 additional posts are proposed (3 P-5, 5 P-4, 3 P-3, 1 General Service (Principal level)).

70. The Policy and Mediation Division is a United Nations system-wide service provider in mediation support, making such assistance available to Member States, regional and subregional organizations, United Nations resident coordinators, special envoys and special representatives in special political missions and peacekeeping operations. The Division is responsible for a number of priority areas highlighted in the report of the Secretary-General on the future of United Nations peace operations, such as policy and guidance development and knowledge management on conflict prevention, mediation, preventive diplomacy, peacebuilding and women, peace and security issues. Owing to the unprecedented increase in the demand for support in those areas, the Division has faced significant resource constraints, and has been relying on extrabudgetary resources, as highlighted by the High-level Independent Panel on Peace Operations in its report.

71. The proposed additional resources would enable the Division to intensify its work in a number of areas. The Policy and Mediation Division currently includes three units: the Policy Planning Unit, the Mediation Support Unit and the Guidance and Learning Unit. In addition, two new units, a gender unit and a strategic communications unit would be added. The additional resources would reinforce the Mediation Support Unit, enabling it to provide technical assistance to Member States and regional and subregional organizations, as well as to the United Nations system. In particular, those resources would enhance the ability of the Division to continue to implement, monitor and report on the 15 commitments undertaken by the Department in the area of women and peace and security, and to intensify efforts to implement the Department of Political Affairs/United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) joint gender and mediation strategy. It would also enhance the Department's political analysis tools, enabling it to more systematically address socioeconomic and other issues that lie at the root causes of conflict, and increase the ability to move from country-specific to regional analysis. The proposed additional resources would allow the Division, working together with the Department's regional divisions, to increase the effectiveness of its conflict prevention and resolution strategies, and improve the quality of reporting to the Security Council and intergovernmental bodies. Additional resources would also enhance the Department's regular engagement in the area of peacebuilding, in

which the Department has an operational lead role, and enhance regular cooperation with the World Bank in the area of conflict prevention, management and resolution.

72. The following changes in post resources are proposed in the Policy and Mediation Division:

(a) Establishment of a post of Senior Gender Adviser (P-5), currently funded on an ad hoc basis from extrabudgetary resources, in the gender unit in New York to enhance the ability of the Department to respond to its commitments in the area of women and peace and security, in line with the recommendations contained in the Secretary-General's report on the future of United Nations peace operations, and those arising from the review of the implementation of Security Council resolution 1325 (2000). In particular, the Senior Gender Adviser would manage the implementation of four interrelated areas of work: (a) the implementation of Council resolutions on women and peace and security, including conflict-related sexual violence; (b) policy advice and development related to women and peace and security issues; (c) implementation of the Department of Political Affairs/UN-Women joint gender and mediation strategy; and (d) Department-wide gender mainstreaming;

(b) Establishment of a post of Gender Affairs Officer (P-3), currently funded on an ad hoc basis from extrabudgetary resources, in the gender unit in New York to support the Senior Gender Adviser in the implementation of the overall gender portfolio of the Department;

(c) Conversion of a post of Senior Political Affairs Officer (P-5), previously funded from extrabudgetary resources, in the Mediation Support Unit in New York to serve as the Department's senior constitutional adviser and enhance the work of the Department relating to constitutional support issues, responses to constitutional crises and challenges and constitutional resources and tools;

(d) Conversion of 2 posts of Political Affairs Officer (2 P-4), previously funded from extrabudgetary resources, in the Policy Planning Unit in New York. One would serve as a departmental focal point for peacebuilding, to enhance political and operational links with the peacebuilding architecture and with other peacebuilding partners and ensure greater coherence between the Department's policy formulation and operational role, the Secretary-General's good offices and other peacemaking efforts, and the institutional architecture for peacebuilding; the other would develop, refine and implement conflict analysis tools and integrate strategies to address transnational challenges, including the identification of new and emerging threats, into United Nations conflict prevention engagements, thus addressing the need for timely and comprehensive political analysis and advice to support the Secretary-General's good offices mandate and the Organization's conflict-prevention engagements;

(e) Establishment of 2 posts of Political Affairs Officer (2 P-4) in the Policy Planning Unit in New York: one to serve as the departmental focal point to enhance strategic planning, working closely with the newly-established planning and analysis capacity in the Executive Office of the Secretary-General to ensure that the Department's conflict-prevention, mediation, preventive diplomacy, crisis management and peacebuilding engagements are properly planned; and the other to enhance the Department's conflict-analysis frameworks, supporting specific conflict-analysis exercises led by the regional divisions;

(f) Conversion of a post of Political Affairs Officer (P-4), previously funded from extrabudgetary resources, in the Guidance and Learning Unit in New York to serve as the departmental focal point to enhance knowledge management, learning and evaluation; in particular, the post would enhance the capacity of the Department to manage knowledge and capture lessons learned, which has become a core need for the successful implementation of mandates and a requirement for enhancing effectiveness in conflict prevention and mediation engagements;

(g) Conversion of a post of Senior Strategic Communications Officer (P-5), previously funded from extrabudgetary resources, in the strategic communications unit in New York to serve as the departmental focal point for strategic communications, ensuring that the Department's central role in conflict prevention, mediation and preventive diplomacy engagements is communicated in a clear and compelling manner to a variety of audiences, including Member States, civil society, the expert community and the general public, while working closely with the Department of Public Information;

(h) Establishment of a post of Strategic Communications Officer (P-3), currently funded on an ad hoc basis from extrabudgetary resources, in the strategic communications unit in New York to support the Senior Strategic Communications Officer in his or her strategic communications functions;

(i) Establishment of a post of Documents and Information Management Officer (P-3) in the strategic communications unit in New York to maintain, preserve, store and manage the official records of the Department, especially those related to work on conflict prevention and mediation;

(j) Establishment of a post of Documents and Information Management Assistant (General Service (Principal level)) to support the Documents and Information Management Officer in the strategic communications unit in New York.

Subprogramme 2
Electoral assistance

Electoral Assistance Division

Table 7
Resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimates*
Posts	7 182.1	241.2	7 423.3
Consultants	50.5	–	50.5
Travel of staff	257.8	–	257.8
Total (net of staff assessment)	**7 490.4**	**241.2**	**7 731.6**

73. The proposed additional resources amounting to $241,200 would provide for salaries and common staff costs related to a new D-1 post of Chief Electoral Officer, based in Addis Ababa, under the Electoral Assistance Division, as set out below.

74. The demand for United Nations electoral assistance remains high and has become more complex. The Electoral Assistance Division in the Department of

Political Affairs continues to receive requests from Member States for technical assistance, and the demand for its "electoral crisis management" support is increasing. To respond to such high-stakes situations, the demand is most often for senior-level support, with a unique skill set. In 2015, over 50 per cent of the Member States receiving electoral support from United Nations were from the African continent, and the number of electoral missions (needs assessments, advisory services and provision of technical advice through good offices and mediation processes) conducted by the Division in the continent increased from 32 to 40 missions. It is now increasingly the case that, owing to political sensitivity, many resident coordinators and special representatives of the Secretary-General request that electoral needs assessment missions, particularly electoral missions to support mediation and good offices processes, be led by someone at the senior level (D-1 or above). Such missions are of high importance, given the role they can play in mitigating the potential for violence and the added value they often bring to the mediation and conflict prevention efforts of the Department in electoral crisis management situations. Therefore, there has been a need for the Department to have a senior-level electoral representative in Africa to support the United Nations and the Head of the United Nations Office to the African Union in their functions relating to elections and, in particular, electoral crisis management situations.

75. The proposed establishment of a post of Chief Electoral Officer (D-1) in Addis Ababa, currently funded on an ad hoc basis from extrabudgetary resources, would serve as an immediate solution to the need for assistance with the increasing number of electoral processes taking place in Africa and would allow quicker responses to electoral questions. The post would prove to be of key importance for the United Nations, as it would enable the Organization to provide a timely and efficient response to electoral crisis management solutions.

Programme support

Executive Office

Table 8
Resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimates*
Posts	3 033.4	258.6	3 292.0
Other staff costs	853.6	0.0	853.6
Contractual services	1 175.8	122.8	1 298.6
General operating expenses	1 191.2	152.0	1 343.2
Supplies and materials	70.6	6.7	77.3
Furniture and equipment	162.4	74.1	236.5
Total (net of staff assessment)	**6 487.0**	**614.2**	**7 101.2**

76. The proposed additional resources under programme support amount to $614,200, including an amount of $258,600 for salaries and common staff costs related to three additional General Service (Other level) posts, and for non-post requirements in the amount of $355,600.

77. The following changes in post resources are proposed under programme support:

(a) Establishment of a post of Human Resources Assistant at the General Service (Other level) to support the work of the Human Resources Unit in the Executive Office of the Department in New York to focus mainly on recruitment-related activities. The overall level of work for the Human Resources Unit of the Executive Office has increased significantly to meet the rapidly expanding nature of the Department's operational engagements in various areas, including conflict prevention and mediation. The post includes the recruiting of new staff members and the administration of their entitlements. In addition, the Human Resources Unit is expected to continue to support a range of other activities in support of the Department's conflict prevention and mediation efforts, such as the start-up of the Department's mediation and good offices deployments in the field, especially in non-mission settings, in cooperation with United Nations country teams, and the deployment of support capacities to regional and subregional organizations;

(b) Establishment of a post of Finance and Budget Assistant at the General Service (Other level) in New York to assist in managing resources and performing administrative activities for the new initiatives and operations, such as preparing budgets, monitoring expenditures, processing travel requests and reviewing travel claims. The increased level of activities related to conflict prevention and mediation has also led to an increase in the workload relating to the budgetary and financial management of operations. Most of the activities are political and time sensitive and require close coordination with various administrative counterparts, often in different duty stations, and expeditious administrative support;

(c) Establishment of a post of Information and Technology Assistant at the General Service (Other level), previously funded on an ad hoc basis from extrabudgetary resources, to provide services for the increased demand for equipment used by staff on mission, as well as the maintenance of that equipment, such as securing the data and information.

78. The proposed additional resources under non-post items amounting to $355,600 would provide for operational costs, such as contractual services covering the standard cost of a service-level agreement for maintenance support services and other services centrally provided by the Office of Information and Communications Technology, including network accounts and mobile office access ($122,800), general operating expenses ($152,000), supplies and materials ($6,700), and furniture and equipment ($74,100).

Section 29 D
Office of Central Support Services

Table 9
Resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*2016-2017 initial appropriation*	*Additional requirements*	*2016-2017 revised estimates*
Posts	56 771.1	–	56 771.1
Other staff costs	2 562.3	–	2 562.3
Consultants	317.8	–	317.8
Travel of staff	108.3	–	108.3
Contractual services	5 180.6	–	5 180.6
General operating expenses	98 251.4	2 370.5	100 621.9
Hospitality	5.3	–	5.3
Supplies and materials	1 657.9	–	1 657.9
Furniture and equipment	1 261.4	382.3	1 643.7
Total (net of staff assessment)	**166 116.1**	**2 752.8**	**168 868.9**

79. The proposed additional resources under non-post items amounting to $2,752,800 would provide for operational costs including rental of premises ($1,176,600), minor alteration to premises ($1,193,900) and furniture ($382,300) related to the proposed 37 posts based in New York.

VII. Conclusions and recommendations

80. **The General Assembly is requested:**

(a) To approve the additional resources proposed in the amount of $11,608,200 (net of staff assessment);

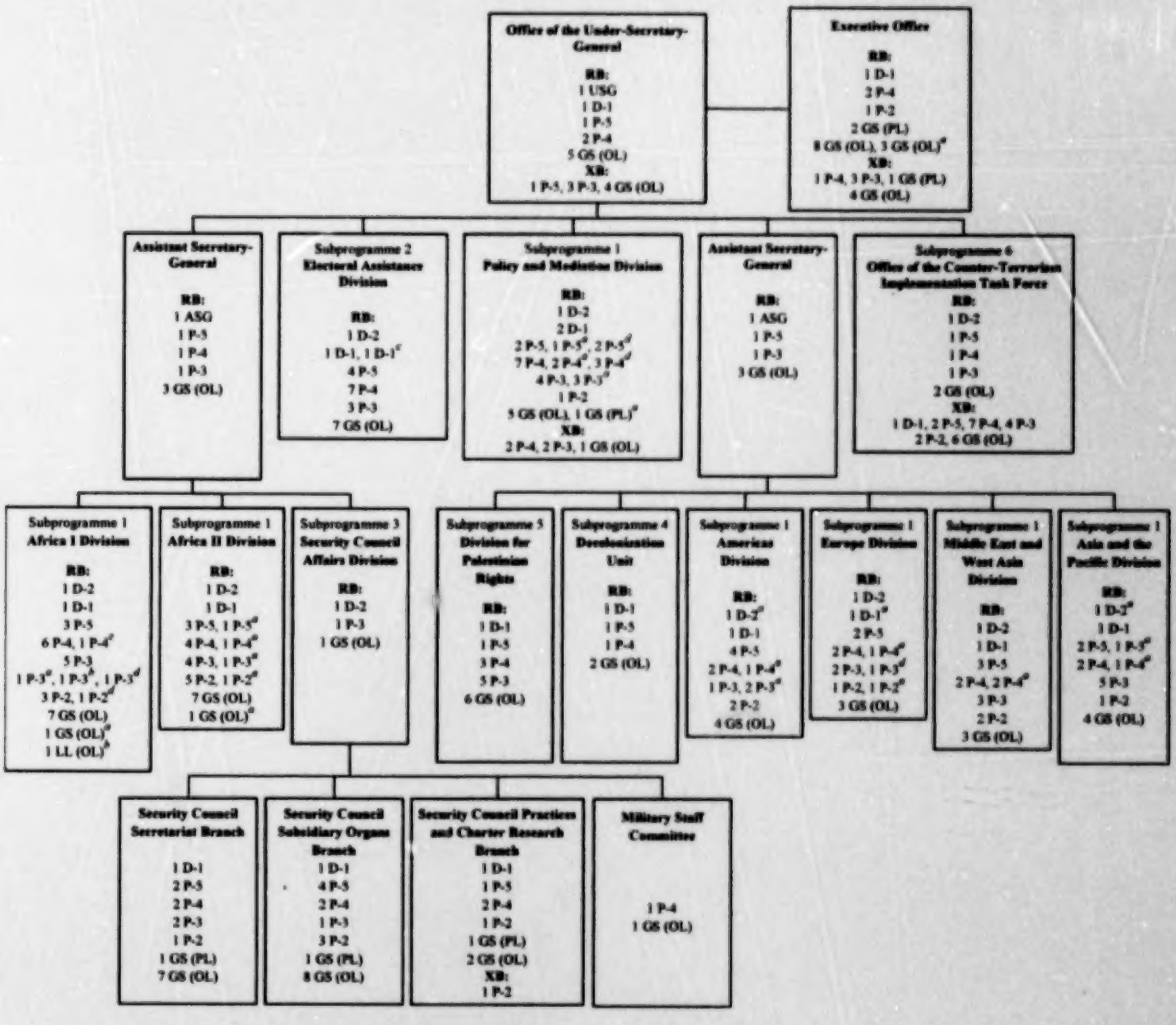
(b) To appropriate an additional amount of $11,608,200 (net of staff assessment) under section 3, Political affairs ($8,855,400), and section 29D, Office of Central Support Services ($2,752,800), of the programme budget for the biennium 2016-2017;

(c) To appropriate an additional amount of $1,032,000 under section 36, Staff assessment, to be offset by an equivalent amount under Income section 1, income from staff assessment, of the programme budget for the biennium 2016-2017.

Annex

Revised organizational structure and distribution of posts for the biennium 2016-2017

Department of Political Affairs



Abbreviations: RB, regular budget; XB, extrabudgetary; USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; PL, Principal level; OL, Other level; LL, Local level.

[a] New post in New York.

[b] New post in Nairobi.

[c] New post in Addis Ababa.

[d] Converted post in New York.

[e] Converted post in Nairobi.